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### **Mapping Decent Work Deficit: a qualitative study**

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dos Recursos Humanos sob a orientação do Professor Doutor Nuno  
Rebelo dos Santos e Professora Doutora Leonor Pais

## Mapeamento de défices de *Decent Work*: um estudo qualitativo

### Resumo

**Objetivo:** O objetivo deste estudo é identificar e caracterizar práticas, em Portugal, conducentes a Decent Work deficit, como definido pela Organização Internacional do Trabalho.

**Design/método/abordagem:** foi realizada uma análise de conteúdo qualitativa a 118 entrevistas semiestruturadas (entrevistados Portugueses). A análise qualitativa foi realizada de acordo com as experiências subjetivas de Decent Work (sete dimensões).

**Resultados:** os principais resultados evidenciam como o Decent Work é expresso em todas as sete dimensões de Decent Work. As dimensões nas quais foram reportados maiores níveis de deficit, pelos entrevistados, são: ‘Fundamental Principles and Values’, ‘Workload and Working Time’, and ‘Opportunities’.

**Limitações:** O recrutamento dos participantes pode não ter sido uma forma eficaz na recolha de dados de empregadores. A seleção dos participantes foi apropriada para obter uma amostra diversa, mas a amostra obtida não é representativa e não permite a generalização dos resultados.

**Implicações Sociais:** A identificação de deficits de DW de forma mais específica e clara poderá ajudar a construir um equilíbrio entre o empregador e o trabalhador e a criar práticas de recursos humanos mais positivas e conducentes ao Decent Work.

**Originalidade/Valor:** Este estudo descreve as formas específicas de Decent Work, de acordo com a experiência subjetiva dos trabalhadores.

Palavras chave: Decent Work Deficit; Qualitative research; Human resources management; Decent Work.

## Mapping Decent Work Deficit in a Portuguese sample: a qualitative study

### Abstract

**Purpose:** The purpose of this study is to identify and characterize practices, in Portugal, leading to Decent Work deficit as defined by the International Labour Organization.

**Design/methodology/approach:** A qualitative content analysis was performed to 118 semi-structured interviews (Portuguese interviewees). The qualitative content analysis was made according to the subjective experience of Decent Work (seven dimensions).

**Findings:** The main results show the ways Decent Work deficit is expressed in all its seven dimensions. 'Fundamental Principles and Values', 'Workload and Working Time' and 'Opportunities' were the dimensions in which more interviewees report deficit.

**Research limitations:** The recruitment of participants may not have been effective in gathering data from employers. The selection of participants was appropriate to obtain a diverse sample, but our sample is not representative and does not allow generalization of results.

**Practical implications:** This study highlights the importance of changing human resource practices leading to those types of decent work deficits in order to go as far as possible towards reaching the agreed objectives subscribed by the International Labour Organization: decent work for all.

**Social implications:** The identification of DW deficits in a more specific and clear way can help to build an equilibrium between employer and employee and create more positive human resource practices towards its achievement.

**Originality/value:** This study describes the specific ways decent work deficits have according to the subjective experience of workers.

Key Words: Decent Work Deficit; Qualitative Research; Human Resource Management Practices; Decent Work

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### **Nota Introdutória**

A presente tese foi redigida em formato de artigo em conformidade com as regras pedidas pelo *Qualitative Research in Organizations and management: an international journal* quanto ao conteúdo e estrutura com o objetivo final de que o mesmo fosse submetido nesta revista. Algumas dessas orientações são: o uso de *Harvard style* para as referências, com uma indicação muito clara de como elaborar uma lista de referências e a presença de um abstract estruturado. Este objetivo foi alcançado e o artigo foi submetido no passado dia 22 de fevereiro de 2018, com o número de manuscrito: QROM-02-2018-1612.

Para adaptação à dissertação algumas alterações ao artigo publicado foram incluídas. Tais foram: a inclusão das tableas no corpo do texto, de forma a facilitar a leitura e interpretação dos dados; inclusão de um Abstract em português e inclusão do Guião da entrevista como apêndice A.

## Introduction

The history of decent work can be traced back to 1919 with the Versailles Treaty, aiming to eliminate inequalities, strengthen social justice and world peace, by the joint effort of all nations and members (TV, 1919; ILO, 1919; Ferraro *et al.*, 2016). In that framework ‘labour’ is considered a means to those ends. A set of actions and recommendations was then established, aiming to ‘secure and maintain fair and human conditions of labour’ and this marks the foundation of International Labour Organization (ILO). This organization works through the development of different conventions, recommendations, declarations, resolutions and protocols aiming to guide and develop better working conditions (Ferraro *et al.*, 2016) and the promotion of ‘social justice and dignity at work’ (ILO, 1999).

In 1944, the Philadelphia Declaration, includes the ILO’s ‘aims and purposes’ (ILO, 1944), defining its fundamental objective as the attainment of conditions in which ‘all human beings (...) have the right to pursue both their material well-being and their spiritual development in conditions of freedom and dignity, of economic security and equal opportunity’ (ILO, 1944, p. 11). Therefore, every effort should be made to develop programs that aim to achieve the ‘full employment of workers in the occupation in which they can have the satisfaction of giving the fullest measure of their skill and attainments and make their greatest contribution to the common well-being’ (ILO, 1944, p. 2). This is the point when ILO becomes an agency of the UN (Ferraro, Pais and Dos Santos, 2015). Four years later in 1948, the United Nations Universal Declaration of Human Rights included human rights at work, which is an important hallmark in the history of the DW concept.

In 1998, ILO launched a new declaration – ILO Declaration on Fundamental Principles and Rights at Work and its Follow up. This is a promotional instrument reaffirming the main aspects of the Philadelphia Declaration (ILO, 2001b; Ferraro *et al.*, 2015). Through mapping the rights gap, it meant to promote respect for fundamental

rights at work in four categories: “freedom of association and the effective recognition of the right to collective bargaining; elimination of all forms of forced or compulsory labour; effective abolition of child labour; and the elimination of discrimination in respect of employment and occupation” (ILO, 1998, p. 7). Finally, DW was included as the 8<sup>th</sup> goal of the 2030 Agenda for Sustainable Development, a document that guides human development efforts until 2030, aiming to build a world in which people can “live decent lives free from poverty, hunger and inequality, with all men and women able to develop their full potential” (ILO, 2015, p. 3).

Considering the present research aims of identifying and characterizing human resource practices leading to Decent Work deficit, in Portugal, the historical roots of the DW concept are summarized here to clarify its importance and legitimacy. Through highlighting the ways DW is not expressed in practices can help in understanding the concept and in designing strategies to overcome these deficits, contributing to a world where work is a stronger part of well-being and human fulfillment.

### *Decent work Concept, Decent Work Agenda and Decent Work Deficit*

Decent work is a legitimate, integrative and interdisciplinary concept rooted in fundamental moral principles of justice and equality for human rights and explored by the fields of policy, economics, law, philosophy and psychology (Pouyaud, 2016; Dos Santos, 2017; Ferraro *et al.*, 2016). It was proposed by an international organization emerging within the scope of the United Nations, the main world forum for global cooperation. DW was first defined as ‘productive work in which rights are protected, which generates an adequate income, with adequate social protection’ (ILO, 1999). It is about people’s aspirations for their lives and securing human dignity (ILO, 2001a) and it depends on the tripartite action of government, workers and employers’ representatives



(ILO, 2001a; Ferraro, Pais and Dos Santos, 2015). Afterwards, 11 substantive elements were defined by the ILO bringing to the concept a more precise meaning and scope. A set of implications for practice was then stated based on those substantive elements and jointly contributed to designing the Decent Work Agenda (ILO, 2008b; Ferraro, Pais and Dos Santos, 2015).

The Decent Work Agenda is an inclusive and universal approach, based on human rights at work, the promotion of employment, social security and social dialogue, translated into global policies and human resource management practices aiming to achieve decent work for all workers, and not just only ‘wage workers (...) in formal enterprises’ (ILO, 2001b). It is only with a joint effort by ‘employers, workers, governments and other relevant actors in society’ (ILO, 2001b, p. 15) that it is possible to put in motion laws, principles and practices aiming to recognize fundamental rights at work, an income to enable people to meet their basic economic, social and family needs and responsibilities, and an adequate level of social protection for workers and their families (Ferraro *et al.*, 2015).

These 11 DW substantive elements are the following: 1) Employment opportunities; 2) Adequate earnings and productive work; 3) Decent working time; 4) Combining work, family and personal life; 5) Work that should be abolished; 6) Stability and security of work; 7) Equal opportunity and treatment in employment; 8) Safe work environment; 9) Social security; 10) Social dialogue, workers’ and employers’ representation; and 11) Economic and social context for decent work. DW can be approached through those substantive elements to emphasize the positive accomplishment or deficit in a sector of activity, country or social group.

The gap between the real world and people’s hopes and aspirations characterizes the decent work deficit (ILO, 2001a). It is expressed in the lack of employment opportunities, inadequate social protection, denial of rights at work and shortcomings in social dialogue,

in which workers and employers are not organized to make their voice heard or face obstacles to effective dialogue (ILO, 1999; ILO, 2001a). In terms of the 11 substantive elements, decent work deficit can be translated in: underemployment, unemployment and precarious employment for the first element (employment opportunities); low-income or income that does not ensure the economic well-being of the worker and their family for the second element (adequate earnings and productive work); inadequate hours of work, impacting on workers' physical and mental health, work-life balance for the third element (decent working time); disregard for gender equality in unusual hours and lack of maternity protection and work, family and personal life imbalance for the fourth element (combining work, family and personal life); unacceptable work, forced labour, child labour and hazardous and harmful forms of labour for the fifth element (work that should be abolished); lack of stability and job security for the sixth element (stability and security of work); lack of equal opportunity in employment and occupation and lack of equal pay for work of equal value and gender discrimination for the seventh element (equal opportunity and treatment in employment); working conditions that threaten workers' physical and psychological integrity and lack of preventive actions for the eighth element (safe work environment); lack of social protection against the financial consequences of illness, retirement and unemployment for the ninth element (social security); lack of freedom concerning association, freedom of expression and participation in decisions on matters that affect the worker's life for the tenth element (social dialogue, workers' and employers' representation); and a social system that affects the sustainability of decent work for the eleventh element (economic and social context for decent work); (Anker, Chernyshev, Egger, Meehran and Ritter, 2002; ILO, 2001b; Ferraro *et al.*, 2016).

### *Psychological Approach*

In psychology, DW is a relatively new concept. However, several psychological concepts with an established research tradition overlap the various DW substantive elements as defined by the ILO. That research tradition is expressed in some literature reviews. For example: occupational health and safety in the workplace (Maclean, 2011; Laberge and Ledoux, 2011; Zanco and Dawson, 2012; Leitão and Greiner, 2016), compensation systems (Nazir, Shah and Zaman, 2014), gender equality (Patterson and Walcutt, 2013), discrimination (Ghumman, Ryan, Barclay and Markel, 2013; Campos-Serna, Ronda-Pérez, Artazcoz, Moen and Benavides, 2013), organizational justice (Chang and Dubinsky, 2005), participation (Bolden, 2011); intrapreneurship (Cadar and Badulescu, 2015), unemployment (Reneflot and Evenson, 2014); well-being (Brooks and Greenberg, 2017), human rights at work (Adams, 2016), work-life balance (Bagtasos, 2011), workload (Thurer, Stevenson and Silva, 2011); career development (Barto, Lambert and Brott, 2015), work-stress (Huet, 2015) and professional development (Paradniké, Endriulaitiené and Bandzeviviené, 2016). We have no intention to be exhaustive. Other concepts from the field of work, organizational and personnel psychology could be presented here. However, these are sufficient to demonstrate that DW can be approached as an integrative concept that brings together several well established concepts. Despite these dispersed studies related to the DW components, psychological research on the concept as a whole is scarce and still in its early stages. Some of the pioneers were Ferraro *et al.* (2016) who have developed a psychological measure of DW. The Decent Work Questionnaire is able to capture subjective perception as experienced by workers. These authors found seven dimensions that are different although related to the 11 substantive elements defined by the ILO, showing that the individual experiences DW according to a specific configuration different from the previous substantive elements, although including

them.

The seven dimensions emerging in the research by Ferraro *et al.* (2016) were 1) Fundamental Principles and Values at work (related with justice, dignity, freedom, acceptance, fair treatment, clarity of norms, trust, solidarity, participation and mental health); 2) Adequate Working Time and Workload (related with proper time management, appropriate average working hours, distribution of time between work and family, the rhythm of work and work schedules); 3) Fulfilling and Productive Work (related to the existence of work that contributes to future generations, to the connection between work and personal and professional development and work that contributes to workers' professional and/or personal self-fulfillment); 4) Meaningful retribution for the exercise of citizenship. This dimension is related to the 'relationship between a life lived with autonomy and the retribution received for work, the possibility of providing well-being to those depending on the worker and the perception of fairness regarding what is earned' (p.8); 5) Social Protection (related to the perception of being protected in case of loss of work or illness and the prospects for a decent retirement); 6) Opportunities (related with employability, entrepreneurship and perspectives of increased retributions, income or benefits as well as promotion and the possibility of skill development) and 7) Health and Safety (related to the perception of protection from risks to physical health and safety in the workplace).

This questionnaire, beyond its practical and theoretical implications, can help in identifying DW deficit through the eyes of workers and their subjective experience. Therefore, for the first dimension, DW deficit can be expressed through a lack of freedom to have a voice about one's own work, lack of fair treatment in the workplace and trust; For the second dimension, the DW deficit can be expressed through lack of proper (or decent) time management, distribution of time between work, family and/or personal life for the second dimension; For the third dimension, the DW deficit can be the

lack of contribution to the future of new generations and/or to professional and professional fulfillment; For the fourth dimension, the DW deficit can be the lack of earnings allowing the full exercise of citizenship. Concerning the fifth dimension, the DW deficit can be the absence of protection in case of unemployment, illness or retirement and the protection of workers' families. Regarding the sixth dimension, the DW deficit can be the lack of a choice of alternative employment, including self-employment or entrepreneurship. Finally, in the seventh dimension, the DW deficit can be expressed through not being protected from risks to physical health at the workplace or when performing tasks (Ferraro *et al.*, 2017).

Afterwards, Ferraro, Pais, Dos Santos and Moreira (2017) found DW plays an important role in human behavior related to well-being and performance. The development of this measure of the Decent Work subjective experience created the set for new theoretical developments and research (Ferraro *et al.*, 2017a). Workers' perception of DW seems to be a predictor of different types of Work Motivation and the possible role of Psychological Capital in mediating this relationship (Ferraro *et al.*, 2017b). Decent Work was found to be highly related to Identified and Intrinsic work motivation, work engagement and avoidance of personnel burnout (Ferraro *et al.*, 2017b). Some of the DW dimensions (fulfilling and productive work, fundamental principles and values at work, opportunities and meaningful retribution for the exercise of citizenship) were found to play a relevant role in promoting work motivation among lawyers (Ferraro *et al.*, 2017b).

It is also relevant to highlight the pioneer work of Marques (2017). This author found that job advertisements, which can be seen as the starting point of an employment relationship, comply with only some of the substantive elements of DW. Moreover, she proposed that information covering all the substantive elements would contribute to creating a high standard employee-employer relationship with a positive impact on the employee's future attitude and behaviors.

The above-mentioned studies contribute to mapping the aspects that can be involved in DW deficit. However, the specific situations in which those deficits are present have not been scanned so far. The present study aims to contribute to filling this gap. Its importance is strengthened when considering the policy subscribed by the Portuguese Government. Portugal is one of the countries that showed commitment, through the Commitment to Growth, Competitiveness and Employment (2012) to achieving DW policies. The government established a set of goals aiming to ‘increase prosperity and social well-being, guided by principles that respect the universal aspect and economic and social cohesion, such as freedom and quality of opportunities in the choice and exercise of a profession, equality and non-discrimination in the access to employment and vocational training’ (ECOSOC, 2015). Moreover, considering DW is at the core of well-being and quality of life due to its values, definition and consequences, knowledge of the ways in which DW deficit occurs becomes crucial to expand the nomological network of the concept and to put into practice policies and strategies able to deal effectively with it.

## **Method**

### *Aim of Study*

The present research aims to identify and characterize human resource management practices leading to Decent Work Deficit. By analyzing Portuguese workers perceptions through their responses to the semi-structured interview we intend to identify specific situations of DW deficit. These DW deficits will be viewed within the seven-dimensional model by Ferraro *et al.*, (2016), which corresponds to the way workers organize their perceptions of DW.

## Method

### *Methodological approach*

A qualitative approach was undertaken in this research. Software NVivo 11 was used to perform the qualitative content analysis of the data obtained by semi structured interviews to 118 adults.

### *Participants*

Researchers decided to recruit adults in public and semi-public spaces. The following decisions had been taken previously: a) Due to the sensitive content of the interviews, researchers decided not to carry out the interviews in the participant's workplace, where it would be difficult to get approval from employers for the study; b) It was also decided not to publish a link in social media to collect data since a very low response rate would be expected; c) Furthermore, we rejected direct contact with unions to collect data, considering their great concern about labour issues which could bias the data. The participants were recruited in the data collectors' area of residence in central Portugal (Aveiro and Coimbra). Participants were previously informed about the purpose of the research and signed a consent form which assured them that their responses were anonymous and confidential and would only be used for research purposes. All interviews were conducted in person, except those over skype (considering that no impact would be expected). We held 118 interviews in total. The composition of the sample in terms of year of birth, years of work experience and professional groups is summarized in Table 1.

Table 1 - Demographic Characteristics of Participant's (n=118)

|                                 | <b>Total</b> |
|---------------------------------|--------------|
| <b>Year of Birth</b>            |              |
| 1940                            | 3            |
| 1950                            | 5            |
| 1960                            | 34           |
| 1970                            | 21           |
| 1980                            | 20           |
| 1990                            | 35           |
| <b>Years of Work Experience</b> |              |
| 0-10                            | 45           |
| 11-20                           | 17           |
| 21-30                           | 24           |
| 31-40                           | 21           |
| 41-50                           | 4            |
| Missing                         | 4            |
| <b>Profession</b>               |              |
| Manufacturing worker            | 12           |
| Teacher                         | 8            |
| Administrative wervices         | 6            |
| Cleaning services               | 4            |
| Health and related              | 8            |
| Costumer service                | 21           |
| Management                      | 4            |
| Student                         | 6            |
| Low frequency (<2)*             | 24           |
| Missing                         | 25           |

\*driver, mailman, manicure...

The sample was approximately balanced by gender (62 females and 56 males). Ninety-five participants were employed, 17 were unemployed and 6 did not answer.

### *Instruments*

Data were collected through a structured interview taking around 15-30 minutes. Most of the interviews were oral and transcribed



firstly through notes which were confirmed or modified by the interviewee. The summarized written version of the answers was then confirmed by the interviewee and after this validation it was considered the final version for later analysis. In a small number of interviews, the answers were recorded. The first author and junior researchers (28), who received appropriate training as part of their master course in psychology, conducted the interviews. Technical and ethical aspects required specifically to be qualified as interviewers were complied with.

The interview guide was designed following the seven subjective dimensions of DW as defined by Ferraro *et al.* (2016). Each question represented one of the seven DW dimensions: ‘Fundamental Principles and Values at work’, ‘Adequate Working Time and Workload’, ‘Fulfilling and productive work’, ‘Meaningful retribution for the exercise of citizenship’, ‘Social Protection’, ‘Opportunities’, and ‘Health and Safety’ (Appendix A). The questions were open-ended to obtain descriptive answers. Aiming for participants’ full understanding, accessible terms were chosen, bearing in mind a broad social and cultural context. We used a general formulation (‘Do you know situations in which...’) and ended all questions with ‘were you witness or the player in this situation?’ and ‘Can you describe the situation? In the training sessions, interviewers were told to keep very close to each answer guide to minimize the bias that individual style could bring to the data.

### *Coding System*

We started with categorization of responses in a first version of the coding system and then other categories (or nodes) which emerged from data analysis were added. The first level nodes were based on DW dimensions as defined by Ferraro *et al.* (2016). A first level node was also created, related to experiences outside Portugal, named ‘Abroad’, a first level category named ‘Context’ including all responses that did

not ‘fit’ into any of the seven DW dimensions and another first level node related to the interviewee’s role as ‘witness’ or ‘player’ of the situation described. The final version of the coding system included 4 first level categories, 37 second level categories, 8 third level categories and 2 fourth level categories. In appendix B we present a table with all nodes, their description and the number of answers coded in each node.

## **Coding Procedure, Results, Analysis and Discussion**

### *Coding procedure*

A qualitative content analysis was performed. All the interviews and their content were coded by at least two researchers. When ambiguity or disagreements arose, a third researcher was consulted and all researchers discussed until reaching an agreement. The unitization process was flexible since the number of references was not considered in further analysis. In general, one or more phrases were coded as a reference since their meaning was understandable. Each unit could be coded in various first level nodes, when expressing a deficit in more than one DW dimension. After the first round of coding in the initial coding system, emergent categories were added for deeper coding. All content was re-read and third level nodes were then created. Third level nodes were submitted to the same procedure, originating fourth level nodes. The coding process finished at the fourth level nodes.

### *Data analysis and discussion*

In Table 2 we present a summary of all seven second level nodes created, based on Ferraro’s model and the number of interviews coded in each. The first dimension is related to ‘Fundamental Principles and Values at work’. ‘I know someone who is yelled at in the workplace, for nothing, and is put down by their boss and colleagues all the time’, ‘In my workplace, our superiors take no (or little) account of our

feelings and thoughts about work, we have no voice' are some of the answers coded in this dimension. Ninety-five interviewees reported the presence of a deficit. This element is related to justice, freedom (of speech), dignity and equity, acceptance, fair treatment in the workplace and trust (Ferraro *et al.*, 2016). This dimension can include issues related to other dimensions, overlapping them, but it is interesting to note the number of statements of emotional abuse, lack of freedom of speech, lack of fair treatment and of worker exploitation, as will be analyzed later.

The second dimension ('Workload and Working Time') is related with proper time management, the balance between work life and personal/family time, the distribution of working hours, deadlines and other issues related to working time and workload (Ferraro *et al.*, 2016). 'People that work more than 12 hours a day, when their contractually agreed working time is 8h, per day', 'In my company we are forced to work more hours leading us to feel completely exhausted' were some of the answers coded in this dimension. As will be explored later, 95 interviewees reported a deficit in this dimension. Most complaints are related to excessive working time, imbalance between work life and hours and personal/family time and to exhaustion due to the amount of work.

The 'Fulfilling and Productive work' dimension reflects the perception of work as worthwhile, of something that can contribute to professional and personal development, that the worker has a job with meaning that fulfills them (Ferraro *et al.*, 2016). This includes statements like 'The boss tells us to do some tasks that have no interest for the job itself, just to keep us busy' and 'I have many colleagues that do their jobs just because they need the money, not because they like it or are committed to it'. Of all interviews collected, 66 reported a deficit in this dimension, mentioning the presence of work and tasks that have no meaning to them, that are unproductive and do not contribute to their professional and personal fulfilment.

Issues related with the relationship between a ‘life lived with dignity and autonomy, the retribution received for work, the possibility of providing well-being to those depending on the worker’ (Ferraro *et al.*, 2016, p. 8) and the perception of fairness regarding what is worked and earned characterize the ‘Adequate retribution’ dimension. Seventy-three interviewees reported a deficit, Majority of complaints is related with the presence of economic difficulties, the underpayment of hours for the work performed and unpaid rights and benefits. This will be explored later. ‘If my family didn’t help me, I couldn’t provide for me and my whole family’, ‘I know many people that have to accumulate jobs, because what they receive from one is just not enough for all their expenses’ are some examples of statements coded in this dimension.

The fifth dimension (‘Social protection’) reflects the perception of protection in case of loss of work, illness and other circumstances, such as retirement (Ferraro *et al.*, 2016). Of the 118 interviews collected, 62 reported a deficit, with the greatest amount of complaints related to the perception of being unprotected in case of unexpected unemployment (26), lack of social security or insurance (24) and lack of payroll taxes (20). Responses like ‘I know someone who worked in a place and got fired with no reason and didn’t receive any rights’, ‘I know someone who got pregnant and when the maternity leave ended and returned to the job, her position was occupied by someone else’ and ‘everyone who is in a precarious work condition is unprotected’ were coded in this dimension.

The perception of the possibility of increased retributions and benefits and of professional development (e.g., promotions, skill development) characterizes the ‘Opportunities’ dimension (Ferraro *et al.*, 2016). Answers like ‘yes, my career is frozen’ and ‘we don’t have any possibility of professional development and progression’ were coded in this dimension. Seventy-nine interviewees reported a deficit, expressing the lack of employee development due to different reasons and no recognition for their work. These questions will be analyzed

later.

The last dimension ('Health and Safety') is characterized by perceptions of protection against threats to physical integrity, associated with the job and other related risks (Ferraro *et al.*, 2016). Seventy-four interviewees reported a deficit, predominantly by reporting occupational injuries and dangerous work conditions. 'Many of my colleagues have lost some of their members, like fingers and arms' and 'I was threatened by a client' are some examples of responses coded in this dimension.

*Table 2 - Number of interviews coded in each DW dimension*

| <b>Decent Work Components</b>     | <b>Number of Interviews coded</b> |
|-----------------------------------|-----------------------------------|
| Fundamental Principles and Values | 95                                |
| Workload Working Time             | 95                                |
| Opportunities                     | 79                                |
| Adequate Retribution              | 73                                |
| Health and Safety                 | 74                                |
| Fulfilling and Productive Work    | 66                                |
| Social Protection                 | 62                                |

After this first round coding, more complex algorithms were performed. The first one was a coding matrix relating the participant's role as player or witness (direct witness or by social media/public knowledge) to the references coded in each of the seven DW dimension deficits (Table 3). Our concern was to identify if interviewees have described more events which they have in their own experience or events which they have witnessed. We decided to use the number of interviews for data quantification.

*Table 3 - Participant's role and Seven DW dimension deficit Matrix (number of interviewee's)*

|                                   | <b>Player</b> | <b>Direct<br/>Witness</b> | <b>Social Media_Public<br/>Knowledge</b> |
|-----------------------------------|---------------|---------------------------|--|
| Fundamental Principles and Values | 88            | 25                        | 1  |
| Workload Working Time             | 67            | 23                        | 3  |
| Fulfilling and Productive Work    | 43            | 11                        | 0  |
| Adequate Retribution              | 26            | 17                        | 1  |
| Social Protection                 | 15            | 13                        | 4  |
| Opportunities                     | 44            | 6                         | 6  |
| Health and Safety                 | 49            | 19                        | 1  |

As shown in Table 3, interviewees mostly described events from their own working experience. A second matrix determined that while 26 interviewees have no described events from their own experience, only 13 have no described events that they have witnessed. On one hand, the existence of some individuals that only describe situations from their own experience can express they were so hurt by the DW deficit in their working life, that they only talk about that and have no room in their minds to talk about others' experiences. On the other hand, 26 subjects only talk about situations experienced by others, which can express their defense against the risk of showing some kind of bad feelings. Despite this explanation, it is also possible they have not experienced decent work deficits in their working lives. Additionally, the difference between 26 and 13 would indicate that interviewees mostly express the defensive attitude. However, in all DW dimensions the number of interviewees who describe situations from their own experience is higher than the number of those who report situations experienced by others. Moreover, a higher number of 81 described both types of event. The overall pattern of situations from their own experience strengthens data validity.

Considering that some answers provided to the questions related to Fundamental Principles and Values mentioned aspects of the other

six DW dimensions, a matrix relating the content of the first to the remaining six was performed (see Table 4). We aimed to see how a deficit in any one of the six DW dimensions is also seen and perceived as a deficit of Fundamental Principles and Values at work.

*Table 4 - Fundamental Principles and Values and other DW dimensions Matrix  
(number of interviewees')*

| <b>Fundamental Principles and Values</b> |    |
|--|----|
| Workload Working Time                    | 29 |
| Health and Safety                        | 22 |
| Fulfilling Productive Work               | 7  |
| Opportunities                            | 5  |
| Adequate Retribution                     | 3  |
| Social Protection                        | 2  |

Bearing this first DW element in mind, we then explored the male and female answers in each of its third level nodes. To do this we performed a coding matrix relating Gender with the first DW component (Table 5). Under the '*emotional abuse*' node, situations in which the employee feels abused either by their employer or by work colleagues, situations in which they cannot give their opinions, in which their schedules are not respected, in which the employee does not feel respected and their work is not recognized were coded. Under the opportunist node there are coded situations in which employees are opportunistically exploited and used by the employer, to his or her own benefit and due to the employee's dependent situation. It is interesting to note that the deceit and opportunist nodes are predominantly experienced by males, and gender inequality and deficit of general fundamental principles and values (FPV) are mostly experienced by women.

Table 5 - Gender and Fundamental Principles and Values Matrix (number of interviewees)

|                              | Male | Female |
|------------------------------|------|--------|
| Abusive                      | 38   | 45     |
| Deceit                       | 5    | 2      |
| Gender Inequality            | 1    | 1      |
| General FPV deficit          | 4    | 10     |
| Opportunist                  | 49   | 39     |
| Pressure unethical behaviour | 2    | 0      |

Of the 95 interviewees that reported a deficit in Fundamental Principles and Values at work, 56 reported situations of ‘*emotional abuse*’ and 57 situations in which they feel they are ‘*opportunistically used*’ by their employer (See Table 6).

Table 6 - Number of interviews coded in categories of the first DW dimension

| Fundamental Principles and Values | Number of interviewees |
|-----------------------------------|------------------------|
| Opportunistic                     | 57                     |
| Abusive                           | 56                     |
| General FPV deficit               | 10                     |
| Deceit                            | 7                      |
| Gender Inequality                 | 2                      |
| Pressure to unethical behavior    | 2                      |

Analyzing the second DW dimension (Workload and Working Time), it is interesting that 95 interviewees reported a deficit in this element (see Table 7). Of these, the most reported situations are related to excessive ‘*working time*’ (70) and situations of ‘*workload and exhaustion*’ (34). A small number of situations are related to ‘*stress*’ (10), ‘*unpredictable work schedule*’ (12) and an ‘*imbalance between work and personal and/or family time*’ (12).



Table 7 - Number of interviews coded in categories of the second DW dimension

| <b>Workload and Working Time Dimension</b> | <b>Number of interviewees</b> |
|--|-------------------------------|
| Working Time                               | 70                            |
| Workload                                   | 34                            |
| Unpredictable Work Schedule                | 12                            |
| Work_personal/family time imbalance        | 12                            |
| Stress                                     | 10                            |
| Over-responsibility                        | 6                             |

Sixty-six out of 118 interviews collected reported knowledge or experience of situations in which there is a deficit in the third element of DW concept (Fulfilling and Productive Work), as summarized in Table 8.

The category in which most situations are reported is ‘*meaningless*’ (35). This category codes situations in which interviewees reported the worker had to perform tasks or jobs that have no meaning for them. The second most predominant category is ‘*not fulfilling*’ (30), covering all situations in which the interviewees say they perform or know someone who performs tasks that do not fulfill them. The ‘*unproductive*’ category covers work that is unproductive and useless. This was the third most predominant category (19) coded in this DW dimension. It is also relevant to highlight that the existence of a ‘*misalignment between task-person and education*’ is considerably reported (15) as a deficit in this dimension.

Table 8 - Number of interviews coded in each category of the third DW dimension

| <b>Fulfilling and Productive Work</b> | <b>Number of interviewees</b> |
|---------------------------------------|-------------------------------|
| Meaningless                           | 35                            |
| Not fulfilling                        | 30                            |
| Unproductive                          | 19                            |
| Misalignment task-education-person    | 15                            |
| No commitment                         | 8                             |
| Irrelevant tasks                      | 7                             |
| Lack of guidance                      | 3                             |

A deficit in the ‘Adequate Retribution’ element of DW concept was identified by 73 interviewees (See Table 9). The most relevant categories are: ‘*Economic difficulties*’, including situations related to economic difficulties due to a low salary and/or lack of economic support and inability to have a comfortable and adequate life and provide well-being for dependents (57); ‘*Underpayment*’ covering situations related to a low minimum wage and underpayment of hours (53); and ‘*Unpaid rights and benefits*’ including situations of unpaid hours and/or benefits that would be due (24). A smaller number of interviewees reported the need to have multiple jobs (4), unattractive retribution conditions (8) and late payment (6).

Table 9 - Number of interviews coded in each category of the fourth DW dimension

| <b>Adequate Retribution</b>         | <b>Number of Interviewees</b> |
|-------------------------------------|-------------------------------|
| Economical difficulties             | 57                            |
| Underpayment                        | 53                            |
| Unpaid rights and benefits          | 24                            |
| Unattractive retribution conditions | 8                             |
| Late payment                        | 6                             |
| Multiple Jobs                       | 4                             |

A deficit in the ‘Social Protection’ dimension was reported in 62 of all interviews (See Table 10). The most common categories in this

dimension are ‘*Unexpected unemployment*’ (26) coding all situations in which workers feel unprotected in the case of loss of work, the inexistence of unemployment insurance and other situations related to this; ‘*Lack of social security or insurance*’ (24) includes all situations reporting a lack of insurance and feelings of being unprotected in the case of illness; ‘*Lack of payroll taxes*’ (20) category includes situations in which the employer did not pay the payroll taxes, resulting in a lack of social security. It is also relevant to highlight situations of independent work (8) as a condition felt as lacking social protection. A residual number reported insecurity due to the lack of pregnancy rights (2).

Table 10 - Number of interviews coded in each category of the fifth DW dimension

| <b>Social Protection</b>             | <b>Number of Interviewees</b> |
|--------------------------------------|-------------------------------|
| Unexpected Unemployment              | 26                            |
| Lack of Social Security or insurance | 24                            |
| Lack of Payroll Taxes                | 20                            |
| Independent Workers                  | 8                             |
| False Self-Employment                | 2                             |
| Self-Employment                      | 6                             |
| Precarious Work_No Stability         | 8                             |
| Lack of Pregnancy Rights             | 2                             |

In the ‘Opportunities’ dimension, 79 reported a deficit (See Table 11). The category of ‘*No employee development*’ (73) includes all situations reporting prevention of employee development. Analyzing the answers, the need to discriminate between reasons for the existence of this deficit became clear. Accordingly, three fourth level nodes were created: ‘*Forced by the employer*’ (51), including all situations in which the worker is unable to progress professionally because of the employer; ‘*No developmental commitment*’ (5), reporting all situations in which interviewees identified the lack of development due to the inexistence of employee commitment; and ‘*No*

*training*' (7) in which they reported that there was no possibility for employee development due to the lack of training investment or opportunity. The '*No recognition*' (17) category was also created, including situations in which the employer does not recognize the worker's commitment and/or work.

Table 11 - Number of interviews coded in each category of the sixth DW dimension

| <b>Opportunities</b>        | <b>Number of Interviewees</b> |
|-----------------------------|-------------------------------|
| No employee Development     | 73                            |
| Forced by the Employer      | 51                            |
| No Developmental Commitment | 5                             |
| No Training                 | 7                             |
| No recognition              | 17                            |

In the last DW dimension coded ('Health and Safety'), 74 interviewees reported a deficit (See Table 12). Included here are: threats and lack of '*Physical integrity*' (74), in which the interviewees reported a perception of not being protected from risks to physical health and of '*Psychological integrity*' (9). After further analysis, different subcategories in the 'Physical integrity' were created: the node of '*Dangerous work*' (37) coded all situations related to the existence of work conditions that lead to feelings of no protection, due to the nature of the job itself and some of its tasks that are more associated with injuries; the node '*Occupational injuries*' (38) coded all situations related to the occurrence of injuries in the workplace. This third level node was then subdivided in two third level nodes: '*Environmental conditions*' (5) which coded all situations related to some environmental conditions in the workplace (e.g., temperature, noise, humidity) leading to occupational injuries (real or possible); and '*Materials and safety instructions*' (36) which coded all situations related to the occurrence of injuries due to the lack of non-compliance

of materials and safety instructions.

*Table 12- Number of interviews coded in each node of the seventh DW dimension*

| <b>Health and Safety</b>                     | <b>Number of interviewees</b> |
|--|-------------------------------|
| Physical Integrity                           | 74                            |
| Dangerous Work                               | 37                            |
| Occupational injuries                        | 38                            |
| Environmental Conditions                     | 5                             |
| Materials and Safety Instructions            | 36                            |
| Threats                                      | 8                             |
| Psychological Integrity/Threats and Bullying | 9                             |

Content analysis highlighted interviewees identifying four different reasons for the occurrence of occupational injuries related to materials and safety instructions: (a) the worker not following safety instructions; (b) situations in which the employer does not provide the materials and/or safety instructions; c) in which the worker does not know the safety instructions; (c) due to the wrong usage of materials and machines and/or the usage of inappropriate materials and machines. The last third level node is related to direct threats to physical integrity, by customers and/or colleagues/employer (*'Threats'*).

### **Conclusion**

The present study aimed to analyze and explore DW deficits in Portugal, following the definition of DW by the International Labour Organization. The historical roots of Decent Work and its central role in the structuring of ILO's action were described. The Decent Work Agenda was explored, as well as its 11 substantive elements. We then mapped the theoretical and empirical research done on the DW concept, focusing and highlighting the psychological perspective. The work by

Ferraro *et al.* (2016) on the DW concept and its seven dimensions guided our entire work and the conceptualization of DW deficit.

The theoretical framework was completed, showing that DW is an important concept that should guide government action and organizational behavior, through the creation of laws, policies and practices for DW to be achieved by all. Through participants' subjective experience, we intended to explore, describe and identify the specific situations in which DW deficit occurs.

The empirical research undertaken collected 118 interviews from male and female Portuguese adults. Through a structured interview, we explored interviewees' perceptions of deficit in each of the seven DW dimensions, as proposed by Ferraro *et al.* (2016) through reporting specific situations they know about.

The results have shown deficits in all seven DW dimensions. Interviewees reported mostly situations from their own experience rather than situations experienced by others. Concerning the first DW dimension, the DW deficit is expressed mostly through '*Emotional abuse*' and '*Opportunist*'. All situations identified as abusive require a major change in mentality and perhaps the involvement of employers in personal development actions. These situations are related to emotional abuse where no financial gains are involved. The required change has no direct costs. The personal development of leaders and employers seems to be needed to avoid this type of trap preventing DW. It is important to take into account that this type of change is from a psycho-emotional perspective and that it is not through classical training that intervention is required. Further studies can investigate the mechanisms underlying this type of DW deficit more deeply.

Concerning the '*opportunist*' dimension, the employee is exploited for the benefit of the employer, who chooses a low-cost solution at the expense of employee rights. This result is a wake-up call drawing attention to the possibility of economic performance being achieved through the unfair and illegal sacrifice of employees. The

intervention needed in this type of DW deficit is, on one hand by government, police and courts. On the other hand, through technical support to help corporations to achieve performance without using illegal and unfair practices related to human resource management. We also think that the elimination of this deficit depends on workers being informed and educated about their rights and (legal) empowerment.

The third most reported deficit is related to the 'Opportunities' dimension. Our findings seem to show that many employers do not recognize their employees' work and commitment, leading us to conclude that the human factor is not yet taken as a strategic goal as far as it should be. The lack of training investment and the impossibility of professional and personal development due to the employer are the situations most commonly reported. Employers' education and the importance of training, the importance of the human factor for business success and the creation of more professional development opportunities are some of the solutions we consider would help to minimize the deficit in this dimension.

The fourth most reported deficit involves 'Health and Safety' issues. Most situations reported are related to the presence of risks to physical integrity. Dangerous work conditions, due to the nature of the job itself and the occurrence of occupational injuries as a consequence of environmental conditions or related to materials and safety instructions were reported. Our findings show that the psychological and physical safety is sometimes neglected for the sake of profit. Employer and employee training with regard to safety instructions, the proper use of materials, regular inspection of materials and compliance with safety rules, regulation of working hours and respect for breaks and rest hours (it is known that exhaustion can increase the number of mistakes) are some of the solutions we propose to lower this deficit.

The fifth most reported deficit is related to 'Adequate retribution'. In this dimension, the findings suggest a clear use of workers and their work to the employer's profit and advantage. The

existence of economic difficulties due to a low salary, non-payment of (extra) working hours and unpaid rights and benefits seem to indicate that something is wrong in the way work systems are structured and function. It is assumed that any citizen should have the right to be an autonomous member of society who receives from their work enough earnings to have a worthy independent life. The creation of regulatory mechanisms and supervision of payment is vital to lower this deficit. Employers' education and awareness of the importance of the human factor for success and development, the right distribution of profit and government control of financial engineering practices are important ideas that should be explored.

The sixth most reported deficit is related to 'Fulfilling and Productive Work'. The interviewees complained about the presence of meaningless tasks that they had to perform, making the job unproductive and frustrating. Our findings highlight the importance of recruitment and selection practices, the need to turn this process into something vital to the organization and its success, underlining the importance of the right fit between the employee's and the organization's values, expectations and skills. The (re)organization of the worker's work, training and professional development are also relevant solutions to lower this deficit.

The last (but not the least important) reported deficit is related to 'Social Protection'. Our interviewees reported feeling unsafe in the case of unexpected unemployment (with lack of social support and insurance), in the case of illness and due to the illegal situation of no payroll taxes paid by their employer. A precarious work situation and lack of stability as well as the situation of independent working (forced by the employer as a strategy to pay less or real independent work by choice) is also reported as leading to the perception of a lack of protection. Educating employees about their rights and employers about their duties is vital to lowering this deficit.



### *Limitations and future studies*

The results previously discussed have some limitations. First of all, we have to say that most interviewees assume the position of employees in their responses. The recruitment of participants may not have been effective in gathering data from employers. Future research should fill this gap and design effective methods to hear from employers regarding the same subject.

The selection of participants was appropriate to obtain a diverse sample, but our sample is not representative and does not allow generalization of results. However, our aim to map types of DW deficit was reached. In the future a quantitative study based on our results can be developed and more extensive research would map accurately the incidence of DW deficit types here described.

Our aim in this research was to show that although concern and practices towards DW are growing every day, it is far from being achieved. Our work focuses on a more neglected level of work – individuals – and the importance for them of the achievement of DW. Perhaps starting at an individual level and through the identification of DW deficits in a more specific and clear way can help to build an equilibrium between employer and employee and create more positive human resource practices towards its achievement.

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## Anexos

## Appendix A – Interview guide

### Guião entrevista Práticas de GRH deficitárias no que respeita ao trabalho digno

Estou a realizar um trabalho universitário para identificar situações de trabalho em que considere existirem coisas que não estão como deveriam. Esta entrevista pode ser respondida por qualquer pessoa. Refere-se ao seu conhecimento do que se passa com pessoas no que se refere ao trabalho, e à relação de emprego. Podem ser situações que se passem consigo ou com outras pessoas que conhece.

Não há respostas certas nem erradas. O importante é que descreva situações reais que conhece de forma tão clara quanto possível. Espero não lhe ocupar mais do que 15 minutos.

### Questões

1. Conhece situações em que os direitos básicos dos trabalhadores não sejam respeitados, eles são tratados de forma indigna, injusta, ou impossibilitados de manifestar as suas opiniões, etc...? – Exemplifique (descreva, papel – testemunha, protagonista)
2. Conhece situações de excesso de trabalho que levem à exaustão ou que impeçam os trabalhadores de terem vida para além do trabalho? (descreva, papel – testemunha, protagonista)
3. Conhece situações em que os trabalhadores tenham de realizar trabalho improdutivo e que não os realiza (sem significado)? (descreva, papel – testemunha, protagonista)
4. Conhece situações em que os trabalhadores ganham tão pouco que não conseguem dar conta das suas necessidades? (descreva, papel – testemunha, protagonista)
5. Conhece situações em que os trabalhadores ficam desamparados (por não estarem protegidos) em caso de desemprego, doença, aposentação, etc? (descreva, papel – testemunha, protagonista)
6. Conhece situações em que os trabalhadores não tenham possibilidade de evoluir profissionalmente e/ou escolher outras alternativas de trabalho? (descreva, papel – testemunha, protagonista)
7. Conhece situações em que os trabalhadores têm a sua integridade física ameaçada? (descreva, papel – testemunha, protagonista)

Ano de nascimento:

Sexo:

Situação profissional:



Anos de experiência profissional:  
Profissão:

Muito obrigado/a pela sua colaboração!

**Appendix B – Decent Work Deficit Experiences**  
**(Categories coded, description and number of interviews**  
**coded in each dimension)**

| Nodes                                | Description  | Sources |
|--------------------------------------|--|---------|
| <b>Decent Work Components</b>        | First level Node based on the seven DW components as proposed by Ferraro <i>et al.</i> (2016)  |         |
| <b>Fundamental Principles Values</b> | References on Fundamental Principles and values at work and their deficit  | 95      |
| Abusive                              | References where emotional abuse is present;   | 56      |
| Deceit                               | References where what was tacitly or explicitly agreed between employee and employer is not complied with  | 7       |
| Gender inequality                    | References where inequalities concerning gender are present  | 2       |
| General FPV deficit                  | References where FPVW are mentioned in general without any specific example  | 10      |
| Opportunist                          | References where the worker is subject to exploitation through working more than was supposed, being paid less than their role requires, or earning less than they should earn | 57      |
| Pressure unethical behaviour         | References on pressure to behave unethically over threat of being fired  | 2       |
| <b>Workload and Working Time</b>     | References to Working time and workload.   | 95      |
| Over-responsibility                  | References to the feeling of over-responsibility and attribution of more work than was supposed  | 6       |
| Stress                               | Reference to experiences of stress due to workload and more work hours   | 10      |
| Unpredictable Work Schedule          | References to the lack of boundaries between work and personal/family life; no   | 12      |

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|                                     |   |    |
|-------------------------------------|---|----|
|                                     | predefined working time schedule  |    |
| Working time                        | References to more working hours  | 70 |
| Workload                            | References to workload and exhaustion.  | 34 |
| Work_personal/family time imbalance | References related to the imbalance between work and family/personal life;  | 43 |
| <b>Fulfilling Productive Work</b>   | References to fulfilling and productive work.   | 66 |
| Irrelevant tasks                    | References to tasks that are irrelevant, according to the nature of the job;  | 7  |
| Lack of guidance                    | References to the lack of guidance provided by the employer, giving the sense of unproductive and unfulfilling work experiences                                     | 3  |
| Meaningless                         | References to the experience of meaningless work and tasks.   | 35 |
| Misalignment task-education-person  | References to misalignment between the worker's education and the nature of the job and some of its tasks or between the worker's profile and the nature of the job | 15 |
| No commitment                       | References to the inexistence of worker commitment, leading to the feeling of an unproductive and unfulfilling work experience.                                     | 8  |
| Not fulfilling                      | References to work that is not fulfilling   | 30 |
| Unproductive                        | References to work and tasks that are not productive.   | 19 |
| <b>Adequate retribution</b>         | References to adequate retribution for the exercise of citizenship.   | 73 |
| Economic Difficulties               | References to economic struggles due to a low salary and lack of economic support; Inability to live a comfortable or adequate life and provide well-being to       | 57 |

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|                                      | dependents   |    |
| Late payment                         | References related to late payment of salary and overtime or other rights.   | 6  |
| Multiple Jobs                        | References to the need to have multiple jobs due to low salary and economic difficulties   | 4  |
| Unattractive retribution conditions  | References to salary and retribution conditions that do not attract the worker, leading not only to economic difficulties but also to a lack of commitment and/or engagement | 8  |
| Underpayment                         | References related to underpayment of hours; Low minimum wage  | 53 |
| Unpaid rights and benefits           | References related to unpaid rights and benefits; unpaid hours;  | 24 |
| <b>Social protection</b>             | References to social protection.   | 62 |
| Independent Workers                  | References related to feelings of lack of social protection due to being an independent worker   | 8  |
| False Self-Employment                | References related to feelings of lack of social protection due to being a false independent worker. The employer forces the worker to be an independent worker              | 2  |
| Self-Employment                      | References related to feelings of lack of social protection due to the real situation of being an independent worker   | 6  |
| Lack of Payroll Taxes                | References related to feeling social insecurity due to lack of payroll taxes by the employer   | 20 |
| Lack of Pregnancy Rights             | References related to feeling social insecurity due to lack of pregnancy rights  | 2  |
| Lack of social security or insurance | References related to lack of insurance; lack of illness protection;   | 24 |

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| Precarious Work_No Stability | References related to feelings of being unprotected due to precarious contract situation   | 8  |
| Unexpected unemployment      | References related to unexpected unemployment; lack of protection in the case of loss of work; and/or unemployment insurance   | 26 |
| <b>Opportunities</b>         | References to opportunities.   | 79 |
| No employee development      | References to the impossibility of professional development  | 73 |
| Forced by the Employer       | References related to the impossibility of professional development forced by the employer   | 51 |
| No Developmental commitment  | References related to the impossibility of professional development due to the inexistence of developmental commitment.  | 5  |
| No training                  | References related to experiences where the company or employer does not offer the possibility of training/education, leading to stagnation at work and inability to progress                  | 7  |
| No recognition               | References to the employer not recognizing the worker's work and commitment  | 17 |
| <b>Health and safety</b>     | References to health and safety.   | 74 |
| Physical Integrity           | References related to the perception of being unprotected from risks to physical health at work  | 70 |
| Dangerous Work               | References related to work conditions that lead to feeling unprotected; nature of the job itself and some of its tasks that are more associated with injuries or feelings of being unprotected | 37 |
| Occupational injuries        | References related to occupational injuries  | 38 |
| Environment                  | References related to unsafe   | 5  |

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|                | al conditions                                 | environmental conditions in the workplace [e.g. temperature, noise, humidity, etc.) that lead or can lead to occupational injuries  |     |
|                | Materials and Safety Instructions             | References to experiences where workers do not follow safety instructions; Employer does not provide materials and/or safety instructions; Worker does not know safety instructions; wrong use of materials; materials and machines are not appropriate for use | 36  |
|                | Threats                                       | Direct threats to physical integrity, by customers and or colleagues  | 8   |
|                | Psychological Integrity_ Threats and Bullying | References related to threats to psychological integrity  | 9   |
| <b>Context</b> |   | References to work experience that does not fit into the seven components of DW concept   | 6   |
| <b>Role</b>    |   | References to the interviewee's role.   | 116 |
|                | Player  | References to the role of the interviewee as player.  | 92  |
|                | Witness                                       | References to the role as a witness.  | 105 |
|                | Direct Witness                                | References where the worker knows directly the person or situation; They saw or someone close to them told them what happened   | 30  |
|                | Social Media_Public Knowledge                 | References where the worker knows about the situation because it is public knowledge or through social media  | 7   |
| <b>Abroad</b>  |   | References to experiences outside Portugal  | 3   |

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